

UMASS BOSTON

# I 995 - I 996

# THE CHANCELLOR'S ANNUAL REPORT



Sherry H. Penney  
Chancellor  
University of Massachusetts Boston

## **1995-1996 FACTS IN BRIEF**

|  |                 |
|--|-----------------|
| Total number of students (fall semester) | 11,602          |
| Undergraduate                            | 8,997           |
| Graduate                                 | 2,605           |
| Their Median Age                         | 27              |
| Percentages of students of color         |                 |
| Asian                                    | 8.4%            |
| Black                                    | 12.3%           |
| Cape Verdean                             | 0.8%            |
| Hispanic                                 | 4.8%            |
| Native American                          | 0.4%            |
| Percentage of female students            | 55.6%           |
| Percentage of Massachusetts residents    | 94.0%           |
| Number of degrees awarded                |                 |
| Bachelor's degrees                       | 1,466           |
| Master's degrees                         | 489             |
| Doctoral degrees                         | 19              |
| Number of alumni                         |                 |
| (including Boston State College)         | 58,458          |
| Full-time faculty                        | 464             |
| Percentage holding doctorates            | 87.5%           |
| State-funded positions                   | 1,218           |
| Non-state-funded positions               | 205             |
| Operating budget                         | \$125.7 million |
| State appropriation                      | \$61.8 million  |

## **1995-96 TUITION AND FEES**

1995-96 tuition and mandatory fees

for Massachusetts residents:

|                                  |              |
|----------------------------------|--------------|
| Full-time undergraduate students | \$2,174.00   |
|                                  | per semester |
| Full-time graduate students      | \$2,508.50   |
|                                  | per semester |

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# A MESSAGE FROM THE CHANCELLOR



The year 1994-95 began for UMass Boston with resounding good news. The Commission on Institutions of Higher Education of the New England Association of Schools and Colleges gave us four commendations in continuing our accreditation for the next ten years. We were commended for successfully pursuing the goals of our last strategic plan despite a major economic downturn and, in particular, for instituting new graduate programs that further our urban mission. But the Commission also commended us for our commitment to undergraduate students, for maintaining a “culture of teaching” with programs aimed at improving and developing pedagogy, and for infusing the student support functions of our Office of Student Affairs throughout campus life. Finally, we were praised for the widespread participation of faculty, staff, and students in the accreditation process itself, which in many ways focused campus energy during the previous two-and-a-half years.

Members of our community take these commendations not only as a vote of confidence, but also as something else: a sign for us that one phase, the middle phase, of UMass Boston’s history has ended, and that a new one has begun: our maturity as an educational institution. During 1995-96, we did come out of our accreditation process with a renewed zest in our ongoing activities of teaching and learning, research and scholarship. That zest is reflected again and again in these pages. But much of our campus energy during the past year was also focused on charting a course for a new phase of our institutional history.

Much of this report is devoted to our plans for this new phase. It begins with the completion of our Strategic Plan for the next five years, continues through the drafting of principles for transforming undergraduate education across the campus, and moves into planning for the construction of a long-awaited Campus Center—and the first capital campaign in our thirty-year history.

But this movement into our future is not just planning; it's also doing. Important as it is, the Campus Center is part of a larger effort of renovation and construction. During the past year we were able to move our Department of Public Safety from the basement of the Healey Library to bright, highly visible new quarters tucked under the Quinn Administration Building on our plaza. And in the library space freed by the move, we have created a Learning Center—a physical setting for faculty and staff to acquire new skills for the twenty-first century.

We moved as well into a permanent process of academic program review. We conducted our first review, enabling us to shift resources into needs defined by our new strategic plan. We then assessed and revised these standards in preparation for a review three years from now. At the same time, members of our faculty and administrative staff set guidelines for assessment in every phase of our campus life. And, with the appointment of Hubert E. Jones as my special assistant for urban affairs, we have begun a re-examination of our "urban mission" itself, something which, despite clear successes, we do not take for granted.

This, then, is a report about a year of accomplishment by students, faculty, and staff, but also about passing a milestone and reaching far beyond it. I send it to you with pride in our effort, and with my best wishes.

Sherry H. Penney  
Chancellor

IN JUNE, 1995, THE UNIVERSITY OF MASSACHUSETTS BOARD OF TRUSTEES APPOINTED SHERRY H. PENNEY TO SERVE AS UNIVERSITY PRESIDENT FOR THE SEVEN-MONTH PERIOD THAT PRECEDED THE APPOINTMENT OF PRESIDENT WILLIAM M. BULGER. DURING THIS PERIOD, VICE CHANCELLOR FOR ADMINISTRATION AND FINANCE JEAN MACCORMACK WAS DESIGNATED BY THE BOARD TO SERVE AS UMASS BOSTON'S CHANCELLOR.



# THE MEANING OF SUCCESS

## ACHIEVEMENTS TO CELEBRATE

The University of Massachusetts Boston has as its mission to provide "challenging teaching, distinguished research, and extensive service which particularly respond to the academic and economic needs of the state's urban areas and their diverse populations."

Each Commencement Day shows how well that mission has been realized. For over 2,400 students who graduated June 1, 1996, success was obvious.

For some of these students success can be seen as opportunity magnificently employed.

Irene Blach, the youngest of six children, earned a 3.97 grade point average—all "A's" except for one "B+"—in management science and information systems. Not only did she work continuously while attending college, she also tutored other students in three courses: operations management, statistics, and a computer-assisted algebra course.



Harry Belafonte joins Chancellor Penney at commencement.

UMASS BOSTON, WHICH WAS FOUNDED IN 1964 AND INCORPORATED BOSTON STATE COLLEGE IN 1982, IS PART OF THE UNIVERSITY OF MASSACHUSETTS SYSTEM. UMASS BOSTON CONDUCTS OVER 90 UNDERGRADUATE AND GRADUATE DEGREE PROGRAMS THROUGH ITS COLLEGE OF ARTS AND SCIENCES, COLLEGE OF MANAGEMENT, COLLEGE OF NURSING, COLLEGE OF PUBLIC AND COMMUNITY SERVICE, AND GRADUATE COLLEGE OF EDUCATION.

UMASS BOSTON AWARDED SIX HONORARY DOCTORAL DEGREES IN 1996: TO COMMENCEMENT SPEAKER JESSYE NORMAN; ENTERTAINER, PRODUCER, AND SOCIAL ACTIVIST HARRY BELAFONTE; ALAN BRIGHTMAN, DIRECTOR OF APPLE COMPUTER'S WORLDWIDE DISABILITIES SOLUTIONS GROUP; BOSTON ATTORNEY LAWRENCE DI CARA; BUSINESS ADMINISTRATION PROFESSOR ROSABETH MOSS KANTER OF HARVARD UNIVERSITY; AND ADLAI STEVENSON PROFESSOR OF INTERNATIONAL POLITICS RUTH S. MORGENTHAU OF BRANDEIS UNIVERSITY.

UMASS BOSTON HAS NINE DOCTORAL PROGRAMS OR TRACKS: CLINICAL PSYCHOLOGY, COMPUTER SCIENCE, ENVIRONMENTAL SCIENCES, ENVIRONMENTAL BIOLOGY, GERONTOLOGY, HIGHER EDUCATION ADMINISTRATION, LEADERSHIP IN URBAN SCHOOLS, PUBLIC POLICY, AND (IN COLLABORATION WITH UMASS LOWELL) NURSING.

She also volunteered for the 1995 Boston-New York Bike-a-thon in support of AIDS research, and co-chaired "Party with a Purpose," an organization that raised over eleven thousand dollars on behalf of "Short Start," a youth shelter in Somerville. Given UMass Boston's John F. Kennedy Award for academic excellence, Ms. Blach was able to turn a co-op position as a telecommunication specialist in the prestigious Boston Consulting Group into a full-time job after graduation.

Brenda Callendar combined an economics major with a minor in women's studies. Treasurer of her church, an active member of the foster child placement service of the Division of Social Services, she will begin work toward an MBA this fall.

Terence Noonan, a high school drop-out who entered UMass Boston with a general equivalency degree, graduated with a 4.0 average in English. One of the original mediators in the alternative dispute resolution procedure developed for juveniles in Middlesex County, he plans to attend law school.



For other students, UMass Boston offers the promise of reaching beyond success to the realization of their full potential. Bruce Menin matriculated in the Graduate Certificate Program in Dispute Resolution while also serving as executive director of the National Association for Consumer Advocates. Ann Garofalo earned a master's degree in educational administration while a lead teacher—a teacher of teachers—at the Condon Elementary School in South Boston. Nancy Butters earned her master's degree in nursing with a perfect 4.0—after twenty years of experience as a registered nurse, including a specialization in intensive coronary care. Another RN, Barbara Roberge, earned a doctorate in gerontology with a dissertation that presented a new method for planning the discharge of long-term care patients.

And for still other students, success reveals itself as relentless persistence to attain a goal. James Sheehan earned a bachelor of science in biology at age 49—after ten years of study. Born with cerebral palsy that severely impairs his speech and hand motion and confines him to a wheelchair, he grew up before legislation mandated that schools accommodate students like himself with physical challenges. Educated in his home by tutors supplied by the Milton public schools, he had never been in a classroom until he began college at UMass Boston.



CHANCELLOR SHERRY H. PENNEY SUCCEEDED FLEET BANK PRESIDENT JOHN HAMILL AS 1996 CHAIR OF CHALLENGE TO LEADERSHIP, AN ORGANIZATION OF METROPOLITAN BOSTON BUSINESS AND CIVIC LEADERS.

## CLIMBING EVERY MOUNTAIN

Those who saw the national college graduation roundup on the NBC Nightly News broadcast of June 14 heard our commencement speaker, world-renowned operatic soprano Jessye Norman, begin an eloquent claim for the value of art with song: the first verse of "Climb Every Mountain," from *The Sound of Music*.

Members of our graduating class, and alumni who heard Ms. Norman on the national news, knew how appropriate her choice of song had been. And the results of a survey of alumni of the class of 1993 proved it.

The alumni survey, the first of its kind, was sent to every member of the class who could be reached. Of the 1,365 alumni who received copies of the survey, 41 percent completed and returned them. For virtually all UMass Boston students, extraordinarily hard work—mountain-climbing—is needed to "find their dream"—hard climbing both outside and inside the university. Half of these alumni reported that they had worked 30 or more hours per week while attending UMass Boston—and fully one quarter reported working 40 hours a week or more. Most of the remainder worked more than 20 hours a week.

The alumni reported great fulfillment in their studies. Almost 95 percent were "satisfied" or "very satisfied" with the quality of instruction in their majors, and over 92 percent with the quality of instruction outside their majors. Eighty six percent reported themselves satisfied or very satisfied with the opportunities for student-faculty interaction. Nearly 84 percent reported themselves satisfied or very satisfied with library resources, and 81 percent with academic support services such as tutoring. Almost 92 percent reported themselves "satisfied" or "very satisfied" with UMass Boston in general.

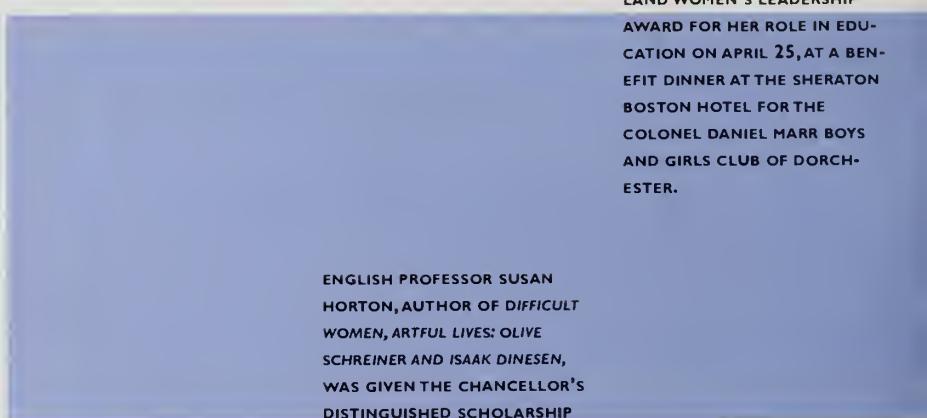
In several different ways, the alumni reported a strong sense of community on campus. Nearly 91 percent felt that they were treated on campus without regard to ethnic and cultural background. Over 91 percent felt that they were treated without regard to their sexual orientation. Nearly 80 percent reported a sense of personal safety on campus. For 63 percent, UMass Boston was their first choice school.



UMass President William M. Bulger

CHANCELLOR SHERRY H. PENNEY RECEIVED THE NEW ENGLAND WOMEN'S LEADERSHIP AWARD FOR HER ROLE IN EDUCATION ON APRIL 25, AT A BENEFIT DINNER AT THE SHERATON BOSTON HOTEL FOR THE COLONEL DANIEL MARR BOYS AND GIRLS CLUB OF DORCHESTER.

ENGLISH PROFESSOR SUSAN HORTON, AUTHOR OF *DIFFICULT WOMEN, ARTFUL LIVES: OLIVE SCHREINER AND ISAAK DINESEN*, WAS GIVEN THE CHANCELLOR'S DISTINGUISHED SCHOLARSHIP AWARD AT THE JUNE COMMEMORATION. MUSIC PROFESSOR DAVID PATTERSON, A TEACHER OF MUSIC THEORY, RECEIVED THE CHANCELLOR'S DISTINGUISHED TEACHING AWARD.





Jessye Norman

Members of this class had attended UMass Boston between 1987 and 1992, during a period of ten budget reversions prompted by the downturn in Massachusetts' economy. Their most critical responses pointed to areas in which it has been possible to make improvements during the two years since their graduation: financial aid services and career advising.

Seventy-seven percent of the alumni reported going on to graduate or professional school—and at first-choice institutions. Seventy three percent reported themselves satisfied with their current employment.

Ninety percent of the class of '93 reported themselves employed within the Commonwealth of Massachusetts.

TWO SENIOR FACULTY MEMBERS WERE NAMED RESEARCH PROFESSORS IN RECOGNITION OF DISTINCTION ACHIEVED IN THEIR FIELDS: STUDY OF RELIGION PROFESSOR RICHARD HORSLEY, FOR RESEARCH ON EARLY CHRISTIANITY; AND BIOLOGY PROFESSOR RICHARD WHITE, FOR STUDIES OF PHOTO-RECEPTION AND MEMBRANE BIOLOGY. ENGLISH PROFESSOR VIVIAN ZAMEL, WIDELY RECOGNIZED FOR HER RESEARCH ON WRITING INSTRUCTION IN ESL TEACHING, WAS NAMED PEDAGOGY PROFESSOR. THE THREE WILL RECEIVE SUPPORT DURING A TWO-YEAR PERIOD FOR THE ACTIVITIES IN WHICH THEY HAVE BEEN DISTINGUISHED.



Management Professor Arindam Bandopadhyaya and students

DONALD WIGHTMAN, NEWLY ELECTED NATIONAL PRESIDENT OF THE UTILITY WORKERS UNION AND A 1977 UMASS BOSTON GRADUATE, RECEIVED THE 1996 CHANCELLOR'S AWARD AT THE LABOR STUDIES PROGRAM'S ANNUAL AWARDS DINNER IN MAY.

## AN APPRECIATED FACULTY

Graduating seniors in the class of 1996 were invited to comment on their education in another way: by inviting teachers who had changed their lives to our first Faculty Appreciation Dinner, on May 8.

With invitations going out late in the year, our Office of Student Affairs did not know what to expect. What it received were over seventy nominations—often with lengthy statements of appreciation.

Myra Gordon wrote of Professor Terry McLarney, her mentor in the Community Advocates Law Office: "He has...made the College of Public and Community Service a true community experience....[He] is one of the few genuine, honest and kind individuals you meet in a lifetime."

Beverly Wilson wrote that without Professor David Patterson, recipient of UMass Boston's 1996 Distinguished Teaching Award, she would have dropped her music ear training course "in frustration and embarrassment....[He] has added a new dimension to how I perceive the world, and how I perceive myself."

**REBECCA SAUNDERS, A 1978  
UMASS BOSTON GRADUATE  
WHO HAS FOUNDED POETRY  
AND CULTURAL ENTERTAIN-  
MENT SERIES AT CAMBRIDGE'S  
MIDDLE EAST RESTAURANT AND  
THE FIRE DOG THEATER IN ALL-  
STON, RECEIVED THE 1996 DIS-  
TINGUISHED ALUMNI AWARD.  
SAUNDERS, WHO RECEIVED HER  
DOCTORATE IN ENGLISH FROM  
TUFTS UNIVERSITY IN 1990,  
TEACHES COMPOSITION AT  
UMASS BOSTON AND BUSINESS  
WRITING AT SYNTAX, THE WORD  
COMPANY, IN MILTON.**



Music Professor  
David Patterson

Of Professor Karlene Schwartz, Marion Louise Mealey wrote: "She demanded excellence, but in return she showed me that with enough endurance, one can achieve anything."

Shawn P. MaGee said of Professor James F. Collins, a "mentor teacher" in the Teacher Education Program: "his caring and empathetic approach...has served, especially for me, as an example of how to approach teaching."

Nora Burnadette Burke wrote of Professor Carol Hall Ellenbecker, her instructor in community and public health nursing: "She took us to meetings that sparked an interest in public health and community health. She helped me love learning new material."

Katherine C. Phillips wrote of Mary Ann Machanic, her marketing internship supervisor, that because Professor Machanic had let the fourteen-student intern group "make their own decisions...we walked away knowing that we [could] work as a team."

Each in his or her own way said of his or her special faculty member what Luong Hong Ung-Lak said of the late Professor Edwin Gittleman: "He not only teaches but makes sure students understand. He makes sure students [not only] learn their lessons... but carry them outside to the world and home."



# A COMMITMENT TO SERVICE

## ACTIVE MINDS

Great universities serve their students by letting them measure their developing intelligence against the minds of an outstanding faculty.

Beyond demonstrating its excellence in teaching, a great university faculty becomes "outstanding" as researchers and scholars—and in several different ways.

One is by their readiness to explore fundamental problems of our time and place. One such problem—of particular relevance for an urban university—is the nature of work. Economics Professor Randy Albelda, a research fellow of the McCormack Institute of Public Affairs, published *An Economic Profile of Women in Massachusetts*, the first study of its kind and the first major publication of the Institute's Center for Women in Politics and Public Policy. Professor James Green, director of the Labor Studies Program, co-authored a

Gerontology Professor Francis Caro and students



history of Massachusetts workers entitled *Commonwealth of Toil*. Professor Frederick Gamst of the Anthropology Department edited the book *Meanings of Work: Considerations for the Twenty-First Century*. Professor Gamst also received the Conrad Arensberg Award for his contributions to the understanding of work at the American Anthropology Association Annual Meeting in November. Sociology Professor Emeritus Robert Weiss moderated a conference on *The Human Consequences of Downsizing* at the U.S. Department of Health and Human Services in Washington

UMass Boston faculty contributed to our understanding of the tests undergone by a multi-cultural democracy. The Trotter Review's fall/winter issue focused on "The Information Superhighway and Communities of Color"; it contained remarks by South African President Nelson Mandela. Psychology Professor Emeritus Bernard Kramer co-edited *Mental Health, Racism, and Sexism*.

Another way that faculty become "outstanding" is by re-presenting—or creating—the foundations of their disciplines for new generations of readers. Professor David Matz, director of the Dispute Resolution Graduate Program, co-authored *Massachusetts Alternative Dispute Resolution*. Sociology Professor Russell Schutt published *Investigating the Social World: The Process and Practice of Research*.

INTERNATIONAL EXPERTISE AT  
UMASS BOSTON: A DIRECTORY  
OF FACULTY AND STAFF, IS A  
CATALOG OF 110 OF OUR FAC-  
ULTY AND STAFF WITH EXPER-  
TISE ON COUNTRIES FROM  
ARGENTINA TO ZIMBABWE.  
FOR A COPY, PLEASE CONTACT  
OUR DIVISION OF GLOBAL  
STUDIES AT 617 287-3960.

AMERICAN STUDIES PROFESSOR CHARLES SHIVELY WAS A FULBRIGHT LECTURER AT CATHOLIC UNIVERSITY AND THE UNIVERSITY OF AZUAY, ECUADOR, THIS SPRING.



Guest speaker Virginia Burgras of the American Nurses Foundation addresses a group of nursing students.

Another is by recognition won. Professor Patricia Powell of the English Department received the City of Boston's Bruce P. Rossley Award, recognizing her as an outstanding newly-established Boston-area writer. An essay by Graduate Dean Martin Quitt, a member of the History Department, "Trade and Acculturation at Jamestown 1607-1609: The Limits of Understanding," was chosen by the editors of the *William and Mary Quarterly* as the journal's best article for 1995. His colleague James O'Toole was awarded the Fellows-Posner Prize of the Society of American Archivists. A book co-edited by Professor Lawrence Foster, chair of the Philosophy Department, *Defending Diversity: Contemporary Philosophical Perspectives on Multiculturalism*, was honored as "outstanding" by the Gustavus Meyers Center for The Study of Human Rights.

Departments are recognized as "outstanding" through the achievements of their individual members. Seven members of the Philosophy Department contributed essays to *Defending Diversity*. Four members of the Political Science Department wrote or co-wrote books published during the year: Professors Thomas Ferguson (*Golden Rule: The Investment Theory of Party Competition and the Logic of Money-Driven Political Systems*); Diane Paul, (*Controlling Human Heredity, 1865 to the Present*); Meredith Ramsey (*Community, Culture and Economic Development*); and Paul Watanabe (*A Dream Deferred: Changing Demographics, Challenges and New Opportunities for Boston*, a study commissioned by the Boston Foundation and supported by the Ford Foundation). Professor Watanabe is also co-director of the University's Institute for Asian American Studies. *A Dream Deferred* was prepared with help of his Asian American Institute colleague Michael Liu; of James Jennings, Gemima Remy, and Russell Williams of the Trotter Institute; and of Edwin Meléndez and Christina Gomez of the Gastón Institute.

A TASK FORCE ON FINANCIAL AID OF THE HIGHER EDUCATION COORDINATING COUNCIL (NOW THE BOARD OF HIGHER EDUCATION) CO-CHAIRED BY CHANCELLOR SHERRY H. PENNEY AND BENTLEY COLLEGE PRESIDENT JOSEPH CRONIN, HAS ISSUED A MAJOR REPORT ON THE AVAILABILITY OF FINANCIAL AID FOR STUDENTS AT MASSACHUSETTS PUBLIC COLLEGES AND UNIVERSITIES.

Political Science Professor Paul Watanabe



THE HEBREW REHABILITATION CENTER FOR AGED, WHICH HAS ESTABLISHED A UNIQUE GERONTOLOGICAL RESEARCH AFFILIATION WITH THE COLLEGE OF NURSING, AWARDED THREE \$5,000 SCHOLARSHIPS TO UMASS BOSTON NURSING STUDENTS IN 1996.

UMASS BOSTON DEAN OF GRADUATE STUDIES MARTIN QUITT AND VICE PROVOST FOR SPONSORED PROJECTS AND PUBLIC SERVICE PAUL BENSON HOSTED THE FIRST ANNUAL CONFERENCE OF URBAN 13 DEANS AND CHIEF RESEARCH OFFICERS ON CAMPUS AND AT THE JOHN F. KENNEDY PRESIDENTIAL LIBRARY.

## PATH-BREAKING RESEARCH

There is no question that one way a faculty becomes "outstanding" is by competing for and obtaining grants and contracts to support path-breaking research and public service. In 1995-96, UMass Boston faculty and staff obtained 203 awards, amounting to nearly \$15.7 million in grants and contracts, over \$1 million more than the previous year. Sixty of these awards were obtained from the federal government; 37 from the Commonwealth of Massachusetts; 78 from foundations or other private sources, 15 from other colleges and universities; 12 from the City of Boston, and one from a local government outside Massachusetts.

Biology Professor Manickam Sugumaran was awarded a \$750,000 grant from the National Institute of Allergies and Infectious Diseases for

Biology Professor  
Manickam Sugumaran



his research on the chemical, enzymic, and molecular mechanisms that control the hardening of insect exoskeletons. One of his colleagues, Professor Robert Stevenson, received \$149,000 from the National Science Foundation to develop a portable camera system for recording speed and motion of animals in their natural habitats. Another, Professor Kamaljit Bawa, received nearly \$115,000 to support his research on forest conservation genetics.

The Center for Survey Research received a \$220,000 grant from the Robert Wood Johnson Foundation, the nation's largest philanthropy devoted to health and health care, to assess public reactions to the 1993 Massachusetts Tobacco Control Program and its influence on smoking in the Commonwealth. Sociology Professor Susan Gore was awarded over \$317,000 by the National Institute of Mental Health for a study of the effects of stress on mental health from adolescence to adulthood. The American Association of Retired Persons' Andrus Foundation provided Yung-Ping Chen of our Gerontology Institute nearly \$69,000 for a statistical analysis of minority members' access to employer pensions.

THE SOFTWARE ENGINEERING RESEARCH LABORATORY (SERL) OF THE MATHEMATICS AND COMPUTER SCIENCE DEPARTMENT HAS OBTAINED AGREEMENTS FOR MARKETING AND TECHNICAL SERVICE TO COLLEGES AND UNIVERSITIES FOR THE OBJECT STORE DATA BASE, PRODUCED BY OBJECT DESIGN, INC., OF BURLINGTON. SERL ALSO PUBLISHES SOFTWARE PRODUCED BY INTERLEAF, INC., AND HAS USED IT TO HELP THE JFK LIBRARY DEVELOP A GUIDE TO HISTORICAL MATERIALS. BETWEEN MARCH 13 AND MAY 7, 2,240 BROWSERS VISITED THE GUIDE ON THE WORLD WIDE WEB.

Psychology Professor Helen Tager-Flusberg received the National Institute of Health's Shannon Award, \$100,000 to support her research on fifty children suffering from Williams syndrome, a rare genetic disorder that results in mental retardation. Psychology Professor Celia Moore and Biology Professor Richard White obtained a three-year, \$260,000 grant for integrative biology and neuroscience. Their interdisciplinary research employs electron microscopy to study the relationships among early experience, hormones, and the development of behaviors and the nervous system itself. For some time, Professor Moore's past research grants have supported the training of six to twelve undergraduate researchers in her laboratories each year.

BLUES MUSICIANS JOHN CEPHAS AND PHIL WIGGINS VISITED BOSTON'S TIMILTY, TOBIN, AND CLEVELAND MIDDLE SCHOOLS AS ARTISTS-IN-RESIDENCE OF WUMB-FM, UMASS BOSTON'S NATIONAL PUBLIC RADIO STATION.

FRANK PREVITE, CHAIRMAN OF ENVIROBUSINESS, INC., OF CAMBRIDGE, WAS NAMED ENTREPRENEUR OF THE YEAR BY THE COLLEGE OF MANAGEMENT.

THE LEADERSHIP IN URBAN SCHOOLS TRACK, ONE OF TWO DOCTORAL TRACKS IN THE GRADUATE COLLEGE OF EDUCATION, ENROLLED ITS FIRST STUDENTS. AMONG THEM WERE SEVERAL PRINCIPALS, A SECOND-GRADE TEACHER FROM A HYDE PARK SCHOOL, AN EIGHTH-GRADE MATH TEACHER FROM DORCHESTER, AN INDUSTRIAL ARTS TEACHER FROM FRAMINGHAM, AN ADULT LITERACY SPECIALIST, A BILINGUAL PROGRAM ADMINISTRATOR, AND A METCO CO-ORDINATOR. THE NEW M.A. PROGRAM IN DISPUTE RESOLUTION ALSO GOT UNDER WAY.

Grants support programs through which UMass Boston faculty and staff provide special training to students and teachers alike. The U.S. Department of Education awarded over \$257,000 to the Math and Science Program of UMass Boston's Upward Bound Program for gifted urban high school students. The Department of Education also awarded over \$240,000 to our master's program in bilingual education and English as a second language, to support training of bilingual ESL teachers. The Massachusetts Department of Education provided \$100,000 to the Graduate College of Education for the Boston Writing Project, through which public school teachers develop new techniques in the teaching of composition. The Massachusetts Commission for National and Community Service Awarded over \$106,000 to our Gerontology Institute to support its Elder Leadership in Community Service Program.



Biology Professor Richard White



## COMMUNITY PARTNERSHIPS

When a great university works in partnership with its community to improve the quality of life, it sets the tone of its teaching and learning—and vastly expands the community's prospects.

In October, our Urban Harbors Institute, in collaboration with other environmental organizations and the offices of Boston Mayor Thomas Menino, a UMass Boston alumnus, and Senator John Kerry, set in motion a process by which the city's neighborhoods will examine environmental issues and their quality of life. Three hundred and fifty citizens, environmentalists, students, and public officials met to establish the plan, and hold forums of their own for the "neighborhood" of metropolitan Boston as a whole, at an October conference on campus, "Sustainable Boston." From this conference came the City of Boston's 1996 *Environmental Blueprint*. UMass Boston's first Environmental Fellow in the city's Executive Office of Environmental Affairs, Jean Cummisky, drafted major sections of the *Blueprint*.



"Partnership with community" often means bringing state-of-the art understanding to a problem almost literally outside a community's front door. Environmental Sciences Professor Robert Chen received a two-year grant from the U.S. Department of Energy to investigate possible carcinogens in Boston Harbor with a radically new method that measures substances with a laser fiber-optic cable, rather than with slower methods of obtaining samples for laboratory analysis. But "community" can be global as well as local, as when members of the Environmental Sciences Doctoral Program took the lead with colleagues at UMass campuses in Amherst and Lowell to establish a consortium to provide solutions to air, water, and land pollution problems in less developed nations, particularly in Latin America. The consortium, called the U.S. Center for Environmental Technology Cooperation, was established with a \$1 million grant from the Environmental Protection Agency.

THE INSTITUTE FOR COMMUNITY INCLUSION OF THE GRADUATE COLLEGE OF EDUCATION IS TRAINING PUBLIC SCHOOL TEACHERS TO SERVE VISUALLY-IMPAIRED STUDENTS THROUGH \$120,000 IN GRANTS FROM THE REHABILITATION SERVICE ADMINISTRATION AND THE PERKINS SCHOOL FOR THE BLIND. THIS IS THE ONLY PROGRAM OF ITS KIND IN NEW YORK AND NEW ENGLAND.

DENISE PATMON OF THE GRADUATE COLLEGE OF EDUCATION WAS AMONG THE NEW FACULTY MEMBERS WELCOMED AT THE CONVOCATION BREAKFAST IN OCTOBER.



THE MAURICIO GASTÓN INSTITUTE FORMED A CONSORTIUM WITH THE INSTITUTE FOR ASIAN AMERICAN STUDIES, THE TROTTER INSTITUTE, AND THE COLLEGE OF PUBLIC AND COMMUNITY SERVICE. THE CENTER FOR COMMUNITY ECONOMIC DEVELOPMENT, WHICH WAS AWARDED A TWO-YEAR, \$500,000 GRANT FROM THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT, WILL CONDUCT APPLIED RESEARCH ON COMMUNITIES OF COLOR.

The College of Management's Minority Business Assistance Center supports minority entrepreneurship in urban areas. During 1995-96, it provided 1,710 consulting hours to over 200 clients. It conducted nine training programs, including two twelve-week seminars on business planning, for 181 attendees. The Center generated over \$400,000 in small-business loans, including \$282,000 for businesses owned by women.

Through our College of Management's Greater Boston Manufacturing Partnership, Professor David Levy and students in his International Business Practicum collaborated with three local manufacturers in researching international markets: opportunities for a manufacturer of bridge and jib cranes in Latin America, for a manufacturer of pharmaceutical grinding machinery in Europe, and for a specialty metal manufacturer in Israel and Scandinavia. The College's Environmental Business and Management Council is collaborating with Amherst campus colleagues to create the world's largest electronic clearinghouse of environmental business and technology information ([www.envirotech.org](http://www.envirotech.org)).

Professor Russell Schutt, chair of the Sociology Department and director of the UMass Boston/City of Boston Supportive Housing Evaluation Project, evaluated the effectiveness of twenty Boston homeless service programs under a three-year grant from the Department of Housing and Urban Development. The McCormack Institute's Center for Social Policy was selected by two Massachusetts homeless advocacy organizations to develop computer software to profile the homeless population.

FIFTY-TWO ASPIRING BASKETBALL PLAYERS BETWEEN EIGHT AND TWELVE YEARS OLD FROM BOSTON NEIGHBORHOODS PARTICIPATED DURING MAY AND JUNE IN THE FIRST SEASON OF A DEVELOPMENTAL BASKETBALL LEAGUE ORGANIZED BY UMASS BOSTON'S ATHLETICS DEPARTMENT AND THE BOSTON PUBLIC SCHOOLS DEPARTMENT. PARTICIPANTS EXPLORED SPORTS, TEAMWORK, AND LEADERSHIP WITH VISITORS INCLUDING DENNIS JOHNSON, ASSISTANT COACH OF THE BOSTON CELTICS.



THE NETWORK FOR WOMEN IN POLITICS AND GOVERNMENT HELD A FORUM MARCH 12, "TRAILBLAZING WOMEN: WOMEN IN NON-TRADITIONAL GOVERNMENT CAREERS." PANELISTS WERE LAURINDA BEDINGFIELD, THE FIRST WOMAN COMMISSIONER OF THE MASSACHUSETTS HIGHWAY DEPARTMENT; TRUDY COXE, SECRETARY OF THE EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS; LESLIE KIRWAN, CHIEF OF STAFF OF THE MASSACHUSETTS EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE; MARISA LAGO, CHIEF ECONOMIC DEVELOPMENT OFFICER OF THE BOSTON REDEVELOPMENT AUTHORITY; AND KATHLEEN O'TOOLE, SECRETARY OF THE EXECUTIVE OFFICE OF PUBLIC SAFETY.

DELANO LEWIS, PRESIDENT AND CEO OF NATIONAL PUBLIC RADIO, INAUGURATED A PROGRAM IN WHICH WUMB-FM, UMASS BOSTON'S NPR STATION, WILL HOST ONE OF 52 LOCAL MULTI-CULTURAL ORGANIZATIONS ON A FORUM ON NATIONAL ISSUES EACH WEEK FOR A YEAR. LEWIS SPOKE AT THE STATION'S COMMUNITY PARTNERSHIP BREAKFAST, HELD IN JULY AT THE DIMOCK COMMUNITY HEALTH CENTER'S YOUTH AND FAMILY SERVICE BUILDING IN ROXBURY.

# INTO THE NEW CENTURY

## THE STRATEGIC PLAN

In February 1995, two months before the accreditation team of the New England Association of Schools and Colleges visited her campus, Chancellor Sherry Penney told the National Convention of the American Council on Education in San Francisco that "restructuring has become a permanent part of the life of the American academy."

On Commencement Day in 1996, one measure of the results of restructuring was already evident: fourteen students received their Ph.D. diplomas in four areas of study—environmental sciences, environmental biology, clinical psychology, and gerontology. UMass Boston had surpassed by four students the Carnegie Commission's benchmark for a "doctoral university II."

OVER 200 ASIAN PACIFIC AMERICAN HIGH SCHOOL STUDENTS FROM THROUGHOUT MASSACHUSETTS ATTENDED THE 1996 LEADERSHIP SYMPOSIUM OF THE COALITION FOR ASIAN PACIFIC AMERICAN YOUTH AT UMASS BOSTON MARCH 19. THE SYMPOSIUM, ENTITLED "BUILDING BRIDGES AND CELEBRATING OUR HERITAGE," WAS SPONSORED BY UMASS BOSTON'S INSTITUTE FOR ASIAN AMERICAN STUDIES.

ISMAEL RAMÍREZ-SOTO, FORMER EXECUTIVE DIRECTOR OF THE PUERTO RICAN COUNCIL OF EDUCATION, ASSUMED THE DEANSHIP OF THE COLLEGE OF PUBLIC AND COMMUNITY SERVICE IN 1995-96.

But Commencement Day also marked the end of a year in which restructuring had continued—as "a permanent part" of UMass Boston. For even as those doctoral students received their diplomas, a new strategic planning initiative had called forth a process of transforming undergraduate education, incorporating assessment in all phases of campus life, re-examining UMass Boston's urban mission, upgrading the campus infrastructure—and planning the campus's first capital campaign.

*Imagining a New Century: The Year 2000 Strategic Plan* sets forth five major strategic goals for the campus:

- to be a dynamic leader and recognized model of innovation and effectiveness among public urban universities;
- to have demonstrably stronger, more effective undergraduate and graduate programs and learning experiences for our students;
- to expand the scope and demonstrated effectiveness of our research and professional service activities;
- to have demonstrably more effective infrastructure services to sustain our academic programs and support services; and
- to effectively diversify our funding base through enhanced fundraising success.



Deputy Chancellor  
Jean McCormack (l) and  
Art Professor Anne McCauley



REPRESENTATIVES OF THREE NATIONALLY RESPECTED PROGRAMS WERE KEYNOTE SPEAKERS AT A DAY-LONG CONFERENCE ON GENERAL EDUCATION IN MARCH: DANIEL TOMPKINS OF TEMPLE UNIVERSITY, CHARLES R. WHITE OF PORTLAND STATE UNIVERSITY, AND ROBERTA MATTHEWS OF LAGUARDIA COMMUNITY COLLEGE. TWO HUNDRED UMASS BOSTON FACULTY AND STAFF DISCUSSED WITH THE VISITORS TOPICS RANGING FROM LEARNING CLUSTERS TO "CAPSTONE" EDUCATIONAL EXPERIENCES. THE CONFERENCE WAS VIDEO-TAPED FOR FUTURE FACULTY AND STAFF.

ROBERT WOODBURY, FORMER CHANCELLOR OF THE UNIVERSITY OF MAINE SYSTEM, BEGAN HIS APPOINTMENT AS DIRECTOR OF THE JOHN W. MCCORMACK INSTITUTE IN 1996. DURING HIS FIRST MONTHS AS DIRECTOR, THE MASSACHUSETTS LEGISLATURE VOTED TO COMMISSION THE INSTITUTE TO STUDY COST-SAVING OPTIONS ON BOSTON'S CENTRAL ARTERY/HARBOR TUNNEL PROJECT.

The plan, which is the product of a thirty-member Chancellor's Planning Council representing faculty, staff, and students, elaborates these goals into eighty concrete sub-goals with nine provisions for assessment and establishment of best-practice benchmarks. During 1994-95, the technical work was done to identify specific activities and university resources to implement these goals. But even as these details were completed, faculty, staff, and students worked to bring the goals to their realization.

It is the strategic plan of a university entering a new phase of its history—its maturity. On the one hand, through this plan, UMass Boston takes up the challenge of being the best in its class—"a dynamic leader and recognized model of innovation and effectiveness among public urban universities." Indeed, it takes up that challenge in every fundamental aspect of its activity—research and public service and teaching. And it explicitly commits itself to external fundraising—to mounting the first capital campaign in its history.

On the other hand, the plan holds UMass Boston to re-examining and transforming an aspect of its activity in which it had long distinguished itself—and had been commended by its accreditation team and the alumni survey: undergraduate education.



▲  
UMASS BOSTON'S NEW WORLD  
WIDE WEB HOME PAGE  
([WWW.UMB.EDU](http://WWW.UMB.EDU)) IS INTENDED  
TO CAPTURE THE FLAVOR OF  
THE CAMPUS AND DEPICT IT  
WITH PRIDE AND ENTHUSIASM.

## TRANSFORMING UNDERGRADUATE EDUCATION

For the past three years, committees of faculty and staff representing the breadth of the university have sought to define excellences in teaching and curriculum that would enable UMass Boston to help its students meet the evolving challenges of the next century. In June, the Faculty Council accepted a set of recommendations of its General Education Steering Committee to shape a new university-wide general education curriculum.

The Committee recommended assessment of the outcomes of learning, the adoption of new ways to gain and improve intellectual skills, adaptation to rapidly-changing demands of the workplace, and campus-wide faculty collaboration in the development and testing of new pedagogies. It portrayed an educational life in which students were members of "learning communities," working closely with other students and faculty in intimate groupings of courses and other experiences. It described a learning experience which helped students

become self-conscious learners adept in thinking, communication, and research, taking multiple perspectives on issues—and understanding the impact of their studies on the life of metropolitan Boston.

The Faculty Council then charged thirty members of our faculty and staff to work throughout the summer to bring the implementation of a new general education curriculum for UMass Boston nearer to completion. They formed working groups focused on four aspects of general education: a developmental model with organizing principles for a four-year-program; the students' first-year experience; science education; and world languages and culture. By summer's end, the groups were to report on pros and cons, alternative approaches, and issues particular to their areas of concern.

THOMAS ANGELO, DIRECTOR OF THE AMERICAN ASSOCIATION OF HIGHER EDUCATION'S ASSESSMENT FORUM, HELD A DAY-LONG WORKSHOP IN OCTOBER ON HOW TO TRANSLATE CLASSROOM GOALS INTO STRATEGIES FOR ASSESSING STUDENTS' LEARNING. ANGELO STRESSED THAT ASSESSMENT HELPS STUDENTS BECOME MORE ACTIVE LEARNERS WHO SET HIGHER EXPECTATIONS FOR THEMSELVES.

MADISON F. THOMPSON, FORMER VICE PRESIDENT AND DIRECTOR OF WORKFORCE DIVERSITY AT THE SHAWMUT BANK, WAS APPOINTED DIRECTOR OF AFFIRMATIVE ACTION AND MULTICULTURAL RELATIONS AT UMASS BOSTON IN FEBRUARY.



SIX UMASS BOSTON UNDERGRADUATES RECEIVED \$100 PRIZES AT THE UMASS SYSTEM'S SECOND CONFERENCE ON UNDERGRADUATE RESEARCH, SCHOLARLY AND PUBLIC SERVICE ACTIVITIES IN APRIL: NANCY CLOUGHERTY, OF ROXBURY, FOR A COLLECTION OF POEMS; TOM ELLIS, OF DORCHESTER, FOR RESEARCH ON INTERLEUKIN-1 SECRETION; LEO HARRINGTON, OF NEWTON, FOR AN ANALYSIS OF THE "JUST COMPENSATION CLAUSE" OF THE 1780 MASSACHUSETTS CONSTITUTION; SHIRLEY RATTET, OF FRAMINGHAM, FOR PSYCHOLOGICAL RESEARCH ON IDENTITY; SALLY SERAPHIN OF BURLINGTON, FOR A STUDY OF ASPECTS OF EARLY EXPERIENCE, HORMONES, AND DEVELOPMENT; AND EDWARD TOUSSIEH OF CAMBRIDGE, FOR RESEARCH ON 18TH-CENTURY EUROPEAN ECONOMIC HISTORY.

## EXAMINING BOUNDARIES, MAKING CONNECTIONS

UMass Boston's transformation of undergraduate education will call forth widespread, daily collaboration among faculty across boundaries of colleges and disciplines. That type of examination of boundaries and making of new connections began as well in other areas of UMass Boston's academic program during 1995-96.

UMass Boston's ninth doctoral program, a Ph.D. program in nursing to be conducted in collaboration with UMass Lowell, was given final approval by the Higher Education Coordinating Council in November. Its students, the first of whom began their studies in fall 1996, can draw on special strengths in nursing and health care policy on the Boston campus, and nursing and health promotion in Lowell. The new doctoral program crosses boundaries on the Boston campus in another respect: it will draw on courses and faculty in our doctoral programs in gerontology and public policy and our master's programs in business administration, counselor training, and human services.

THE FIRST CLASS OF TWENTY-TWO GRADUATED DURING THE SUMMER FROM THE CENTER FOR IMMIGRANT AND REFUGEE COMMUNITY LEADERSHIP AND EMPOWERMENT, A PROJECT INITIATED BY UMASS BOSTON'S THREE "INSTITUTES OF COLOR" AND THE COLLEGE OF PUBLIC AND COMMUNITY SERVICE. PARTICIPANTS STUDIED ECONOMIC DEVELOPMENT, IMMIGRANT RIGHTS, AND COMMUNITY EDUCATION. THE GROUP REPRESENTED NINE BOSTON-AREA IMMIGRANT AND REFUGEE COMMUNITIES: BRAZIL, CAMBODIA, CHINA, EL SALVADOR, THE DOMINICAN REPUBLIC, HAITI, RUSSIA, SOMALIA, AND VIETNAM.

TWENTY-TWO GOVERNMENT DELEGATES OF NAMIBIA, A NATION IN SOUTHERN AFRICA INDEPENDENT FOR ONLY SIX YEARS, ATTENDED A NINETEEN-DAY COMPREHENSIVE PROGRAM ON GOVERNMENT ADMINISTRATION AND DEMOCRACY. THE PROGRAM WAS THE FIRST OF ITS KIND CONDUCTED BY THE MCCORMACK INSTITUTE THROUGH A GRANT OF THE UNITED STATES INFORMATION AGENCY.

Nursing Professors Jane Clouterbuck and Sylvia Gendrop (bottom l-r) and students

UMass Boston's varied approaches to international studies, including its programs in European studies, East Asian studies and international relations, were brought together as a Division of Global Studies. Similar structures that bring together shared interests across the traditional boundaries of colleges and departments were begun for two aspects of education: foreign language instruction and the training of undergraduate students as teachers.

IN 1995-96 UMASS BOSTON'S MULTI-SITE EDUCATION (MUSE™) DISTANCE LEARNING FACILITIES WERE USED TO LINK STUDENTS AT SEVERAL UMASS CAMPUSES FOR SIX COURSES; TO HOST A STATE-WIDE LEGISLATIVE HEARING; TO ALLOW BOSTON MIDDLE SCHOOL STUDENTS TO PARTICIPATE IN A NATIONAL ACADEMIC LEAGUE COMPETITION; AND TO LINK THE MASSACHUSETTS NURSES ASSOCIATION TO A COAST-TO-COAST CONFERENCE. FURTHER MUSE™ PROJECTS ARE IN STORE. THE PROGRAM WAS ESTABLISHED WITH A \$250,000 GRANT FROM THE DAVIS EDUCATIONAL FOUNDATION.



## A MISSION FOR THE 21ST CENTURY

The same impulse to examine boundaries for possibilities of forging new connections stands behind a re-examination of UMass Boston's varied activities in pursuit of its urban mission.

Since May 1995, a "Great Cities Advisory Board," including corporate executives and civic and government leaders from metropolitan Boston, has advised the Chancellor on ways for UMass Boston to participate fully in issues facing the city. The Board meets regularly to assess current social and economic trends in metropolitan Boston and their implications for constructive civic action. Its members are listed at the back of this report.

Benefiting particularly from the Board's advice is a newly established campus task force, the Urban Mission Committee. Led by Chancellor's Special Assistant for Urban Affairs Hubert E. Jones, former senior fellow of the McCormack Institute and dean emeritus of Boston University's School of Social Work, this committee set nine major priorities for the campus during the spring. These included creating data bases on campus hiring practices and research and service expertise;

reaffirming the University's professional service to the City of Boston in environmental affairs; strengthening existing partnerships and building new ones with other urban institutions; creating a "lead teacher academy" in collaboration with the Boston public schools; collaborative service in human relations for the neighboring Harbor Point community; and making major contributions in urban affairs to the campus's new general education curriculum.

The ninth priority was establishing "The Forum for the 21st Century," a civic forum focused on the social and economic development challenges facing the City of Boston. The Forum's first event, "Beyond Stalemate: Getting Development Done in Boston," took place on September 18, 1996, at Jordan Hall. The event featured an introduction by Boston Mayor Thomas Menino and participation by Rep. Thomas Finneran, speaker of the Massachusetts House; Walter Huntley, president of the Atlanta Development Corporation; Rosalind Gorin, president of H. N. Gorin, Inc.; Ronald Homer, former President and CEO of the Boston Bank of Commerce; Denise Altay, vice president of corporate strategies at the National Equity Fund in Chicago; and Paul Guzzi, president and CEO of the Greater Boston Chamber of Commerce.

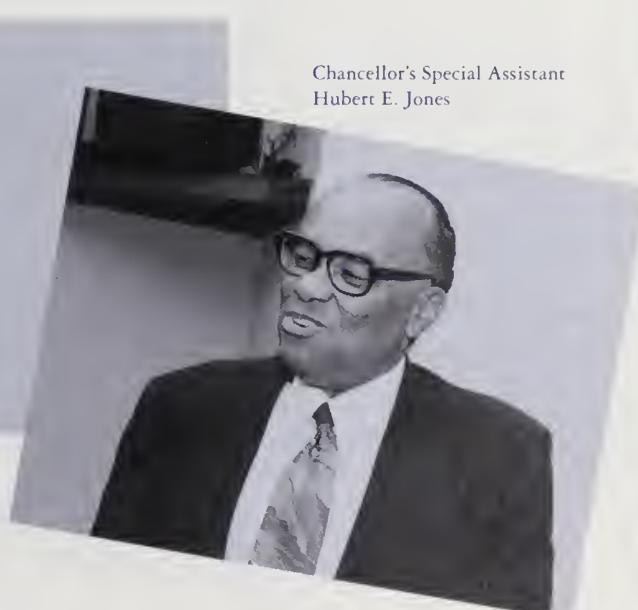


## The Forum for the 21st Century: Shaping Boston's Future

UMASS BOSTON'S NEW "FORUM FOR THE 21ST CENTURY" WILL PRESENT SEVERAL EVENTS IN 1997, INCLUDING "NEW WAYS OF LEARNING IN THE 21ST CENTURY," "CITY BOULEVARDS AND THE URBAN RING," AND "TRANSFORMATION IN HEALTH CARE: CURE OR HARM." WGBH-FM WILL BROADCAST THESE DISCUSSIONS. FOR FURTHER INFORMATION, PLEASE CONTACT THE CHANCELLOR'S OFFICE (617 287-6800).

STEVEN GILBERT, DIRECTOR OF TECHNOLOGY PROJECTS OF THE AMERICAN ASSOCIATION OF HIGHER EDUCATION, MET IN NOVEMBER WITH OUR FACULTY AND STAFF, AND WITH SEVERAL ACTIVE PLANNING GROUPS: OUR TECHNOLOGY TASK FORCE, COMMITTEE TO VALUE TEACHING, AND FACULTY COUNCIL ACADEMIC AFFAIRS COMMITTEE. HE EMPHASIZED PRAGMATIC ISSUES: HOW TO BEST TO PROVIDE OUR LARGELY WORKING STUDENT BODY WITH COMPUTERS, HOW TO PAY COSTS OF THE NEW TECHNOLOGIES, AND, ESPECIALLY, HOW TO SET PRIORITIES.

Chancellor's Special Assistant  
Hubert E. Jones



Retired faculty members Nicholas Tawa and Roger Prouty join Natalie Ryan, spouse of James Ryan, at the First Distinguished Senior Scholars Luncheon



#### A PROCESS FOR RENEWAL

UMass Boston's faculty and staff know full well that the financial costs of providing undergraduate students with excellent campus-wide general education will be great: they established nine doctoral programs during the most difficult moments for the Massachusetts economy in UMass Boston's history. In the process of establishing those programs, they conducted two major reviews of their allocation of resources. In 1995-96, they made the Academic Program Review a permanent process on a three-year cycle, guaranteeing that scarce resources can be shifted to meet emerging needs.

A committee of senior faculty, deans, and staff examined each of fifty-five academic programs with a set of criteria that touched upon every aspect of their activity, from teaching to public service. After careful review and consultation, it recom-

mended that seventeen programs either be eliminated or have their resources reduced; thirteen have their resources increased; and twenty-five remain constant. The committee concluded its work by establishing criteria for a review to follow in three years.

The Academic Program Review was the most visible aspect of an effort to engage UMass Boston in careful assessment in every aspect of its functioning. UMass Boston was one of twenty-six American colleges or universities that had been chosen to participate in the American Council on Education-W.W. Kellogg Foundation Program in Institutional Transformation. In 1995-96, a steering committee of faculty and staff drafted a master plan to bring campus-wide assessment into reality.

At the same time, the Boston campus participated in the UMass system's administrative redesign initiative—bringing state-of-the-art management expertise to developing cost-saving measures in such areas as purchasing, and new efficiencies in enrollment management.



◀ THE FIRST ISSUE OF UMASS BOSTON, A MAGAZINE FOR ALUMNI AND FRIENDS OF THE UNIVERSITY, APPEARED IN JULY. UMASS BOSTON WILL BE PUBLISHED THREE TIMES A YEAR.

CHARLOTTE CORBETT, DIRECTOR OF OUR ADAPTIVE COMPUTING CENTER, SERVED AS A CONSULTANT TO THE MUSEUM OF FINE ARTS ON HOW TO MAKE ITS WORLD WIDE WEB PAGE MORE ACCESSIBLE AND INCLUSIVE OF INFORMATION FOR PEOPLE WITH DISABILITIES.

EIGHT STUDENTS WERE CHOSEN TO PARTICIPATE THIS FALL IN THE THIRD OFFICE OF STUDENT AFFAIRS LEADERSHIP PROGRAM, WHICH PROVIDES TRAINING IN DISPUTE RESOLUTION AND OTHER FOUNDATIONS OF LEADERSHIP, AND MENTORING BY FIGURES IN THE METROPOLITAN BOSTON OR UNIVERSITY COMMUNITY. AMONG THE STUDENTS SELECTED ARE A BIOLOGY MAJOR WHO SERVED FOR FOUR YEARS AS THE BASKETBALL COACH OF SANDWICH JUNIOR HIGH SCHOOL AND A NURSING MAJOR WHO WAS MASSACHUSETTS' FIRST FEMALE FLIGHT PARAMEDIC.

## UMASS BOSTON FIRST TO THE FUTURE

As the UMass Boston community learned during the economic downturn between 1987 and 1992, assessment and restructuring can enable a university to transform itself and evolve. But they cannot provide the dimension of greatness that stands beyond the university's most careful planning: the presence of visiting artists or scholars of international renown, the purchase of equipment and books beyond the reach of its grants and contracts, or the creation of spaces with dignity and refinement where it can welcome its neighbors, host visiting scholars, or simply give its working students opportunities to enjoy friendship with their peers and teachers in quiet moments between class and the call of work and family responsibility.

Amenities such as these come through the affection, loyalty, and commitment of a university's alumni and friends. And so, after three decades, UMass Boston will begin its first capital campaign—"UMass Boston First"—under the great flag of the United States in the great hall of its neighbor on Columbia Point, the John F. Kennedy Library.

Because such a campaign can only reflect the feeling of alumni for an institution, the Development Office, led by Vice Chancellor Michael Luck, has strengthened existing bonds and created new ones by publishing a magazine, *UMass Boston*, for alumni and friends; establishing a Council of Professors Emeriti; and creating a speaker's bureau of sixteen

faculty and staff, ranging from Art Professor Paul Tucker, curator of the Museum of Fine Arts' renowned Monet exhibit to Sociology Professor Gerald Garrett, a nationally respected expert on criminal justice training.

Twenty distinguished alumni and friends of the university have joined senior faculty and staff as *UMass Boston First* campaign leaders—honorary co-chairs, co-chairs, and campaign cabinet members. And the campaign will seek to raise \$50 million for four purposes: to ensure access for all students; strengthen teaching, research, and academic resources; maintain the quality of the faculty; and enhance the educational environment.

The first great enhancement has been awaited by UMass Boston for thirty years, and in 1995-96 it was approved: a Campus Center. Throughout its history UMass Boston has been the only one of the University's campuses without such a center—a place students could call their own. But in the last year, the project was approved at a cost of \$50 million: \$25 million authorized as part of the state's capital bond bill, and another \$25 million authorized for borrowing through the Higher Education Finance Authority or the University Building Authority.

The Campus Center will have lounges, food services and meeting rooms, a learning center and computer labs, and offices for student organizations; this will free space throughout the campus's existing buildings. It will be linked by elevated walkways to every other campus building. It will serve as the proper gateway that the campus has lacked since its creation. And like its neighbor, the John F. Kennedy Presidential Library, it will offer a vast, magnificent view of Boston Harbor.



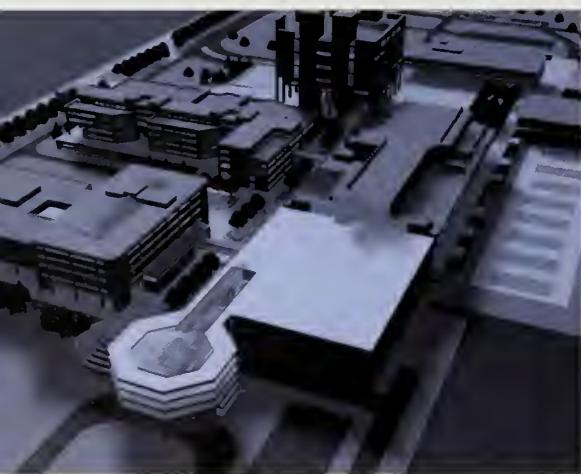
HARVARD LAW SCHOOL PROFESSOR CHARLES OGLETREE AND FORMER BEN AND JERRY'S PRESIDENT AND CEO ROBERT HOLLAND, JR., RECEIVED DISTINGUISHED SERVICE AWARDS AT OUR FIFTH ANNUAL CELEBRATION OF BLACK SCHOLARSHIP IN NEW ENGLAND. SHOWN HERE ARE MR. HOLLAND (R) AND VICE CHANCELLOR MICHAEL LUCK (L).

## THE 1995-1996 BUDGET

UMass Boston's 1995-96 operating budget was \$125,319,357. This represents a modest 3.3% increase over 1994-95, primarily in grants and contracts, fundraising activity, and state financial aid. State support for the campus rose by \$1.4 million, or 2.4 %, to \$61.8 million; but state support now represents only 49.2 % of total operating funds.

We continued our policy of minimizing student charge increases by only modestly raising fees, which now represent 15% of our revenue. As we examine our current fiscal situation and project future growth, we believe it is realistic to forecast that state funds will remain less than 50% of the total. Our future financial stability and capacity to develop new programs will come largely from our success in increasing non-state funding and building enrollment.

In the foreground: the planned new campus center



THE FORD FOUNDATION AWARDED THE CENTER FOR THE IMPROVEMENT OF TEACHING A SECOND MAJOR GRANT, \$154,00 TO SUPPORT ITS MULTICULTURAL TEACHING AND LEARNING INITIATIVES, COLLABORATIVE RESEARCH SEMINARS, AND THE CREATION OF A STUDENT-FACULTY RESEARCH JOURNAL.

During 1995-96 we also continued to assess expenditures carefully through the academic program review and administrative redesign processes. Several recommendations for reallocation of existing resources to critical activities were formulated and carried out. We admitted the first students to our M.A. Program in Dispute Resolution, our Ph.D. Program in Computer Science, and the Urban School Leadership Track of our Ed.D. Program; and, through a major networking project, we provided ethernet access to every desktop and student lab.

We were delighted that funding for much-needed deferred maintenance, as well as for Campus Center construction, rose dramatically in 1995-96. We now expect to complete many repair projects over the next three years and to move forward with the Campus Center, which will open its doors as early as the year 2000.

UMass Boston's fiscal situation has stabilized. With careful planning, wise investment of existing resources, and active solicitation of new funds, we are confident that we can reach the goals we have set for ourselves.

FIVE HUNDRED THIRTY-EIGHT FACULTY AND STAFF MEMBERS PURCHASED COMPUTERS OR SOFTWARE THROUGH A PROGRAM BY WHICH "FACULTY NEEDS" FUNDS PROVIDED THROUGH THE FACULTY-STAFF UNION CONTRACT WERE MATCHED BY THE UNIVERSITY. AS OF THE START OF ACADEMIC YEAR 1996, EVERY OFFICE, CLASSROOM, AND LABORATORY AT UMASS BOSTON WAS CONNECTED TO A HIGH-SPEED ETHERNET COMMUNICATION NETWORK.

THE LEARNING CENTER, A CAMPUS-WIDE INITIATIVE FOR FACULTY AND STAFF, WAS ESTABLISHED IN THE HEALEY LIBRARY WHEN THE DEPARTMENT OF PUBLIC SAFETY MOVED TO NEW QUARTERS ON THE PLAZA. THE CENTER WILL PROVIDE PROFESSIONAL DEVELOPMENT TRAINING IN SUCH AREAS AS LEARNING AND TEACHING, INFORMATION AND INSTRUCTIONAL TECHNOLOGY, GRANT-WRITING, AND WORKPLACE EFFECTIVENESS; IT WILL ALSO SERVE AS A CROSS-CAMPUS MEETING PLACE.

## THE CHALLENGE OF MATURITY

The year 1995-96, the thirty-first in our history, was special in many ways—for the successes of our students and the teachers that guided them, for breakthroughs in research, and for the affirmation of our role in metropolitan Boston. It was a year in which we committed ourselves to self-assessment, establishing new connections—and looked into our future.

In one sense we are still a very young institution. We still count among us members of our first faculty and staff. They remember well what it took to constitute an entirely new faculty and deliberate on an institution's identity.

Many more of us understand a middle phase of an institution's existence: to chart a new direction as we did during the 1980's in graduate education, and turn an institution's resources toward that direction, even in the most difficult budgetary climate in our history.

In 1995-96, I feel, UMass Boston began a new phase. We made the review of our programs a permanent process, and put it on a regular cycle. We began the re-examination of functions we knew were excellent—undergraduate teaching, the pursuit of our urban mission—to assure their excellence in a rapidly changing future. We affirmed the loyalty of our alumni and friends, and appealed to that loyalty to help build our future by planning our first capital campaign.

These are functions of a mature institution. In 1995-96, UMass Boston took up the challenge of its maturity.

Sherry H. Penney  
Chancellor



**UMASS BOSTON FIRST CAMPAIGN CABINET\***

**THE "GREAT CITIES" ADVISORY BOARD\***

|   |  |
|---|--|
| Leo R. Breitman<br>Chairman and CEO<br>Fleet Bank of Massachusetts                              | Rosabeth Moss Kanter<br>Professor<br>Harvard Business School                         |
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| Marshall N. Carter<br>Chairman and CEO<br>State Street Bank and Trust<br>Company                | Joanna Lau<br>President and CEO<br>Lau Technologies                                  |
| Joseph E. Corcoran<br>Chairman<br>Corcoran Jennison<br>Companies                                | Thomas J. May<br>Chairman and CEO<br>Boston Edison Company                           |
| John Cullinane<br>President and CEO<br>The Cullinane Group, Inc.                                | The Honorable Thomas M.<br>Menino<br>Mayor<br>City of Boston<br><i>Ex Officio</i>    |
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| Vivien Wenhuey Chen<br>Huang<br>Chair and President<br>Asian American Bank and<br>Trust Company | William Van Faasen<br>President and CEO<br>Blue Cross/Blue Shield                    |

\*as of September, 1996

|   |   |  |
|---|---|--|
| <i>Honorary Co-Chairs</i>   | Myra Kraft<br>President<br>New England Patriots Foundation                              | Peter N. Kiang<br>Associate Professor, Graduate College of Education and American Studies Program, Academic Program Coordinator, Institute for Asian American Studies UMass Boston |
| Alton J. Brann '69<br>Chairman and CEO<br>Western Atlas, Inc.   | Paul F. Evans '74<br>Boston Police Commissioner   | Joanna Lau<br>President and CEO<br>Lau Technologies  |
| Joseph Faherty<br>President<br>Massachusetts AFL-CIO  | Joseph P. Kennedy II '76<br>Congressman   | Richard F. Leahy '70<br>Principal<br>Long-Term Capital Management L.P.   |
| Thomas M. Menino '88<br>Mayor<br>City of Boston   | Arthur N. Mabbett '69<br>President<br>Mabbett and Associates                            | Ismael Ramírez-Soto<br>Dean, College of Public and Community Service<br>UMass Boston   |
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| Leo R. Breitman<br>Chairman and CEO<br>Fleet Bank of Massachusetts  | Christine Armett-Kibel<br>Dean, Science Faculty<br>UMass Boston                         | Robert C. Wood<br>Former President, University of Massachusetts, and Former Secretary of Housing and Urban Development   |
| Agnes "Diddy" Cullinane '72<br>Community Volunteer  | Jack Beatty, Hon'94<br>Senior Editor<br>The Atlantic Monthly                            | Robert L. Woodbury<br>Director, John W. McCormack Institute of Public Affairs<br>UMass Boston  |
| Constance G. Furcolo<br>Former Director of Marketing, Sales-Annuity Products<br>John Hancock Financial Services, Inc. | William J. Bratton '75<br>Executive Vice President<br>First Security                    | *as of September, 1996   |
| Reverend Michael Haynes<br>Twelfth Baptist Church   | Theresa M. Corcoran<br>Retired Professor, Human Performance and Fitness<br>UMass Boston |  |
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